

## **Notes of the South Bank Colleges Board Strategy Day**

**held at 4.00pm on Thursday, 6 June 2019  
Lambeth College Board Room (C303)**

### **Present**

Ruth Farwell (Chair)  
Andrew Owen (Vice-Chair)  
Steve Balmont  
Cllr Jennifer Brathwaite  
Sue Dare  
Nigel Duckers  
Shakira Martin  
Mee Ling Ng  
David Phoenix

### **Apologies**

Leslie Bortey

### **In attendance**

Michael Broadway  
Paul Ivey  
Fiona Morey  
Jacqueline Mutibwa  
Carol Rose  
Michael Webb  
Stafford Critchlow, Wilkinson Eyre Architects  
Peter Marsh, Peter Marsh Consulting Ltd  
Rachel Shaw, Architecture PLB

### **Welcome and apologies**

The Chair welcomed the trustees to the meeting. The above apologies had been received.

### **Nine Elms Skills Centre (NESC) Presentations**

#### **Curriculum Strategy – Fiona Morey, LC Executive Principal**

The Executive Principal gave an overview of the development of the curriculum strategy. The vision was to develop a true career college; a gateway to good jobs for the people in South London with a vocational and technical curriculum offer.

The Board discussed the following aspects of the vision:

- A true career college:

- Vocational education and training curriculum developed in partnership with employers
- Providing a gateway to good jobs for those that live and work in South London
- Clearly mapped career progression pathways
- Continued support with career change and upskilling
- Pioneering model of lifelong learning that is not solely about qualifications
- Curriculum strategy:
  - Bespoke specialist local provision developed in partnership with employers
  - Adult basic skills and community learning (English, maths, digital, English as a Second Language)
  - Professional and technical education (Level 2-5 vocational courses)
- The careers college:
  - Centre for careers advice in South London
  - 14-16 year-old apprenticeship launch pad
  - Career pathways clearly mapped across the group and endorsed by employers
- A locally aligned offer:
  - Skills for Londoners - construction, health, hospitality & catering, creative & digital, engineering and technology
  - Basic skills – english, maths, digital, English as a Second Language and employability
  - Funding drivers – Level 4 & 5, 16-19 year olds, apprenticeships, Level 3 Adults , Adult basic skills
- Planned Growth:
  - Growth of Level 3 and 4 vocational provision
  - Growth of apprenticeships at all levels
  - Growth of college delivery of adult basic skills removing reliance on sub-contractors
  - Growth of digital skills offer in line with national and regional funding drivers
  - Ensure curriculum offer is fully aligned to Greater London Authority and local Labor Market Information demands
  - Further develop Sector Skills Centres in partnership with employers
- The Board noted the student cohort and income analysis:
  - 80% of the students are adults but only 43% of income is from adult learners.
- The facilities required to deliver the vision had been identified as:
  - STEAM Centre (NESC block A)
  - Professional and Technical Centre at Vauxhall

- Centre of Excellence for ESOL and Adult Basic Skills
- Community hub & alternative /bespoke provision Clapham
- International Foundation Programme
- Sector Skills Centre/s – Construction (Elephant & Castle & Vauxhall)
- Institute of Professional Technical Education
- Group centres – LSBU, SBA, outreach

**Update on the Vauxhall Estate Development – Carol Rose, Director of Estates and Academic Environment and presentation on the development of the NESC project and the estates scheme at Vauxhall - Peter Marsh, Marsh Consulting Ltd and Rachel Shaw, Architecture PLB**

- The development of the curriculum plan would help shape phase 2 plans, which require DfE approval by December 2019. LSBU group took over the management of the Vauxhall estate development project in February 2019. The first phase of the scheme is the Nine Elms Skills Centre (NESC) building, which will provide facilities for teaching, science, technology, engineering, arts and maths (STEAM).
- The Board discussed a hybrid planning application which would be submitted to London Borough of Lambeth by the end of June 2019, including detailed plans for the NESC (phase 1) and outlining plans for the rest of the site (phase 2). The approval was expected by October 2019.
- A residents' consultation had taken place, which was positive and supportive of having an education provision though there were concerns about the height of the buildings. A planning application had been submitted to the London Borough of Lambeth and DfE consent was being sought
- Safeguarding provisions for the new site - there would be secure doors for each block and separate entrances to any student accommodation.

**The educational requirements of the scheme:**

- It was an education-led scheme. The scheme provided for 25,000m<sup>2</sup> of education space, of which 10,000 m<sup>2</sup> is to be the NESC. The phasing of the scheme – the NESC is phase 1 due to funding requirements from the GLA. In order to benefit for the £22.5m, GLA match funding the NESC needs to be completed by December 2022. The GLA funding agreement was expected soon.
- Future needs – the scheme has been developed for future flexibility and future changes in education and curriculum delivery offer with: the learning world: industry standard facilities & equipment; high tech STEAM workshops - construction, engineering, science, dental technologies, computing & creative digital; creation of flexible learning environments with 74 new flexible teaching spaces. The centre anticipates learner number growth; over 250 new construction jobs on site between 2019-21; an employer-led curriculum

designed to meet current and future industry needs; increased progression from Level 2 to Level 4.

- The expected opening of the NESC centre was September 2021 with phase 2 expected to complete by December 2022.
- Health & Safety – sprinklers would be installed on each floor and cladding would be in line with post –Grenfell requirements.

A visit to the Vauxhall site would be arranged for trustees at the end of September 2019 after the demolition work had been completed.

### **Presentation on alternative options for funding the Vauxhall estates scheme, Stafford Critchlow, Wilkinson Eyre Architects**

- The Board discussed three potential alternative options for funding the scheme instead of the anticipated financing raised by part sale of the Clapham site.
- The Group Executive would explore further the options for funding phase 2 of the Vauxhall project.

### **Presentation on Financing the NESC Project – Michael Webb, Interim Chief Financial Officer**

- The current budget for the NESC project was £45m. The project would be financed by LEAP funding (from the GLA up to £20m as Lambeth College Corporation had already drawn down £2.6m of GLA funding in design work and preparing the site) and 50% match-funded by SBC. It was anticipated that the funding would be raised by part sale of the Clapham site.
- The main challenge was the short-term cash flow to support the project. LSBU would support SBC's cash flow requirements.

### **Presentation on Lambeth College Turnaround Plan - Fiona Morey, LC Executive Principal**

The Board discussed the two key requirements in turning the college were:

- a step change in quality and;
  - a step change in the financial sustainability
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- Quality
    - Need to move from Ofsted – 'Requires Improvement' to Ofsted – 'Good'
    - Move achievement rates above provider group average
    - Eliminate gaps in achievement by demographic group
    - Be in the top decile for value added and student progress
    - Improve the students progressing to the next level

- Number of students achieving positive destinations - to employment, employment with training or higher education
- Finance
  - Need to eradicate the deficit by 21/22
  - Establish a break even operating model 21/22
  - Move staff costs from 77% closer to benchmark of 65%
  - Put cost effective sustainable curriculum model in place and increase curriculum contribution from 32% to benchmark of 50%
  - Remove reliance on sub-contracting
- The Board discussed the reputation of the college and the need to improve the following metrics:
  - Improve the percentage of students who would recommend the college to a friend from 84% to 94%
  - Staff - feel valued +90%, would recommend the college as a good place to work +90%
  - Students - would recommend the college to a friend +90%, TLA on my course is good +90%
  - Employers - increase engagement with Employers
  - Education - recognised for establishing a unique group education model that delivers: student success, access to opportunity, real world learning and fit for the future
- The Board noted the timeline.

### **Developing the Lambeth College Strategy - Fiona Morey, LC Executive Principal**

The Trustees had discussions on the four pillars of the Group Strategy and provided individual input into defining the measures of success of each pillar. Differentiating the college from other further education providers would be crucial. Areas for differentiation included:

- through being part of the LSBU group
- enterprise
- access provision
- part-time sponsored provision

The four pillars are:

- Student Success
- Real World Learning
- Access to Opportunity
- Fit for the Future

## **Summary and close**

The Board requested the following updates to its meeting of 3 July 2019:

- The curriculum strategy and links to the estates plans;
- Key performance indicators for the turnaround plan;
- The importance of implementing both phases of the estate strategy;
- NESC project.

The Board requested a medium-term strategy for the development of the estates and clarity on cash flow requirements for its meeting in autumn 2019.